

HR Exchange

Volume 3, Issue 1
February 2010

NH Division of Personnel

Meet Generation Y: The New Young Workforce

The following article is reprinted with permission from Bruce Tulsan's free newsletter dated February 12, 2009 – 173rd edition. To view other articles readers can check out the RainmakerThinking, Inc. website at <http://www.rainmakerthinking.com>.

Right now there are four generations working side by side in the workplace. The oldest, most experienced people in the workplace, those born before 1946 are still 6% of the workforce as of 2009. Then you have of course the Baby Boomers, those born 1946-1964. They're still 41.5% of the workforce. And of course there's the much vaunted Generation X; those born 1965-1977, still almost 29% of the workforce.

But now there is a new young workforce; those born 1978

and later. The youngest people in the workplace today, with a note from their parents of course, are those born in 1994. I mean, are you with me? Where were you in 1994? They were getting born.



Now, those born 1978-1994 are almost 24% of the workforce. Some demographers have been calling them the Millennial Generation; some demographers call them Generation Y. I don't want to do

to this generation what was done to my generation. We've been trying very hard not to name them. So I sometimes call them *Global Citizens Born in the Late '70s throughout the '80s and into the Early '90s*. That's not really catching on. So I'll say Generation Y [for short].

Here's the short story about Generation Y. If you liked Generations X, you're going to love Generation Y because they're like Generation X-on-fast-forward-with-self-esteem on steroids. This is going to be the most high maintenance workforce in the history of the world. The good news is they're also going to be the highest performing workforce in the history of the world.

Think back to the early '90s and you'll remember that

[continued on page 3](#)

Check-lists are Your Friends

The following article was taken from Bruce Tulcan's Free Newsletter dated September 24, 2009 – 205th edition.

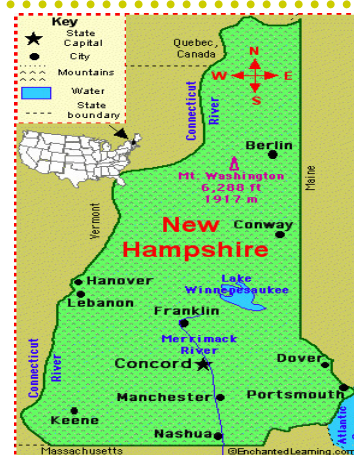
If there is a best practice, it should be a standard operating procedure. If there is a

standard operating procedure it should live in a checklist. Checklists are your friends.

You show me a workplace in which things can't go wrong and I'll show you a workplace filled with checklists. Have you ever been in the cockpit

of an airplane? Guess what they have there. They have checklists. Guess why? Because they don't want the plane to crash. Have you ever been in a surgical theater? Guess what they use there? They use checklists. You

[continued on page 3](#)



Inside this issue:

DAS Hires New Comptroller	2
Certificate of Excellence for Accounting Services	2
Workforce Development Committee Recognized	4
DOP Provides Layoff Resource Ctr.	5
The #1 Myth about Generation "Y"	5
Health Corner—Yawn It's Monday Morning	5
DES Employee of the Year [09]	6
Aviation & Space Education Council Elects New VP	7
Discover Wild New Hampshire Day-Saturday, April 17, 2010	9
Results-Only Work Environment Focuses on Quality, Not Hours	9
The Pressures of Talent Management	10
Lottery Commission Says Farewell to Executive Director	11
NH First Project Recognized	11
Mercer Survey-Workforce Planning 2010	12
Market Your Agency	13
Racing and Charitable Gaming Commission	14
State Gov. Performance Project	15
DES/DHHS Wear Red Day	16

New Comptroller for Department of Administrative Services

Edgar R. Carter joined the State of New Hampshire as the newly appointed State Comptroller with the confirmation of the Governor and Council in late October. Mr. Carter comes to the State of New Hampshire with an extremely varied financial management background and certification as a public accountant. As a CPA he worked with large accounting firms for more than twelve years, working on audits, Mergers & Acquisitions, and litigation support services. He experienced clients of all types including large hospitals and public utilities and smaller high tech enterprises. Following his audit experience he held corporate CFO positions in a number of industries including Federal contracting, health services and the consumer products sectors. He has also previously been a financial management and accounting consultant, practicing on his own and as a partner in a national consulting firm.

Aside from his extensive and varied financial management background, Ed

comes to us with a passion for serving the community. He is a volunteer Treasurer and Director of Gateways Community Services and The PLUS Company, both of Nashua, and looks forward to carrying



this service orientation to the public sector.

While Ed has taken temporary accommodations in Pembroke, he and wife Ann make plans to relocate from their home in North Reading, Mass. Ed and Ann take great pride and enjoyment from their chil-

dren and grandchildren. Kristen, a Pharmacist and UConn grad, now lives in Cromwell, CT, with her three children, ages five, two and two (yes, twins). Katelyn, a Nurse Practitioner of North Andover, and Daniel, an engineer living in Portsmouth, both attended UNH. The family loves to spend time together in Franconia Notch, a regular vacation spot for the past 34 years.

Ed holds a Bachelors Degree in Accounting and an MBA, both from Northeastern University. He seems truly excited about the opportunity and challenges here at the State. "I'm really anxious to use my experience and skills to design and manage a Division which will help the State be more accountable to its constituents, be more effectively managed through interim financial reporting, and to see that these are done in the most efficient way. We have great people at the Division and strong staff in the agencies. I want to make sure we all achieve these goals together", said our new Comptroller. ■

Accounting Services Receives Certificate of Excellence

Thanks to the efforts of the staff of the Bureau of Financial Reporting, headed by Steve Smith, the Government Finance Officers Association [GFOA] of the United States and Canada awarded the Division of Accounting Services the Certificate of Achievement for Excellence in Financial Reporting for its 2008 Comprehensive Annual Financial Report [CAFR]. The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. The State has received this recognition in the past also, demonstrating the consistent, high quality of work by the Division.



A Certificate of Achievement for Excellence in Financial Reporting can be awarded to individuals, departments or agencies designated by the government as primarily responsible for preparing the award-winning CAFR. An impartial

panel judges whether or not the individual or organization meets the high standards of the program including demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read the CAFR.

The Government Finance Officers Association is a nonprofit professional association serving approximately 17,500 government finance professionals with offices in Chicago, IL, and Washington, D.C.

Congratulations to Steve Smith and the Division of Accounting Services Staff for a job well done! ■

Meet Generation Y: The New Young Workforce continued from page 1

Generation Xers were the young people back in the early '90s. When Generation Xers were coming into the workplace, the older, more experienced people were looking at us and saying, "You've got some attitude; you're disloyal, you have a short attention span, you don't want to work as hard, you demand immediate gratification, you want everything your own way and you want it right now." It wasn't very flattering.

Sound familiar? There's a long-range term of art we use to describe this phenomenon. We call it "Kids Today." And of course part of this is just a developmental stage issue. Sometimes people say to me, "Well isn't this behavior just

about being young and inexperienced?" and part of it is about being young and inexperienced.

Part of it is just a developmental stage issue. But one of the things we do in our research is we try to figure out where do developmental stage issues intersect with the accidents of history that make each generation a little bit different: Like nowadays 12 may be the new 19, but 30 is the new 20.

Management Tip – "How to Manage Generation Y"

Practice "IN LOCO PARENTIS MANAGEMENT." It has become almost cliché to say that Generation Y is over-

parented. You can't fight the over-parenting phenomenon, so run with it. Your Gen Y employees want it. They need it. Without strong management in the workplace, there is a void where their parents have always been. In loco parentis, a Latin term means "in the place of a parent." Treat them with caring and respect. Set them up for success every step of the way. And hold them to high standards precisely because you care! Be strong and supportive {and strong!}:

- Give them clear boundaries and lots of structure.
- Teach them how to keep score when it comes to their own performance.
- Negotiate special rewards in very small increments. ■

Check-lists are Your Friends continued from page 1

know why? Because they don't want to cut in the wrong place. Have you ever been in a nuclear weapons launch site? Guess what they have? Checklist. You know why? Because if things go wrong there, it would be really, really bad.

Checklists are your friends. Checklists make sure things go right.

Now...If you've already got lots of checklists, then maybe you need to add words verbally to the checklist to bring that checklist alive. Maybe you need a checklist for the checklist. Sometimes you need a checklist for the checklist for the checklist.

The most important thing is to help your employees USE checklists as tools to help them do more work better and faster every step of the way.

One of the things that I tell managers is: The way you know if a one-on-one conversation is really complete is this: Have

you concluded that one-on-one conversation by making a very real checklist for all of the concrete steps you want that person to take between now and the next time you talk?

And remember, checklists are wonderful self-monitoring tools as long as you teach employees to go, "CHECK!"

Bonus Management Best Practice

Do you currently have any direct-reports whose tasks and responsibilities can be evaluated in progress by checking random samples of their work in progress?

EXAMPLES: If you have employees who create reports, you could check random samples of their reports. If you have employees who clean, you could check random samples of the areas they are supposed to be cleaning. If you have employees who prepare food, you could check random samples to make sure the food tastes right and is hot, etc.



How many direct-reports do work you could monitor in progress by checking random samples? Name them. Spot check random samples of each person's work in progress this week. Take samples if you can. Take notes of course. Discuss what you find in your next one-on-one with each person. If this method works for you, consider using it from now on. ■

Workforce Development Committee Recognized

On Wednesday, December 16, 2009 the Division of Personnel Workforce Development Committee was honored by the Commissioner of Administrative Services [Linda Hodgdon] for its contribution towards workforce development initiatives in New Hampshire State Government.

The first action completed by the Committee was creation of a workforce development strategic plan with goals and objectives focused on initiatives to help all state agencies effectively handle the immediate concern of the retirement of baby boomers, who represent 50% of the state workforce, and the concerns for the recruitment and retention of knowledge workers. To address these concerns, the Committee: developed eight workforce development and related models; placed the models on the Division of Personnel website; and, spent numerous hours meeting with individuals and groups to explain the models and the strategic plan. Presentations were made to the Governor and Council, the Commissioner Group, Legislative Committees, and various leaders. In April 2009 the Committee sponsored the first Workforce Development Strategic Initiatives Summit attended by more than 120 state government leaders, including Commissioners, and Agency Directors.

The DOP recognized the strategic importance of many of the Committee objectives and assumed responsibility for selected objectives, ensuring support for the objectives and compliance with RSA 21:1-42.

The Workforce Development Committee's future direction is to continue working toward its goals and objectives, and the implementation of an organizational awards and recognition program focused on the eight workforce models found on the Division of Personnel website. In conjunction with the focus on the eight



models the Committee plans to incorporate nationally recognized performance excellence criteria that can be utilized by all state organizations in their efforts to provide excellent services to their customers. The awards and recognition program plan is to include an annual summit to honor those agencies which have achieved one or more levels of performance excellence and to share best practices across state culture. Watch for workforce development updates in future publications of our newsletter [May and August 2010]. ■

Quotations From Famous Leaders:

Politics are almost as exciting as war, and quite as dangerous. In war you can only be killed once, but in politics many times.
Winston Churchill

Left to right front row: Sara Willingham, Alice Leeming, Lori Weaver, and Brian Pike.

Second row: Tom Bourgault, Mary Ann Steele, Pam Sopczyk.

Third row: Fran Buczynski, Ricia Velasco.

Fourth row: Liz Labonte, Peter Gamache.

Back row: Dennis Martino.

Missing committee members include: Margaret Fulton, Mike Wimsatt, Kevin O'Brien, Kate McGovern, and Sandra Adams.

It's not whether you get knocked down; it's whether you get up.
Vince Lombardi

Nearly all men can stand adversity, but if you want to test a man's character, give him power.
Abraham Lincoln ■

DOP Provides Resource Center for Laid-Off Employees

During the weeks of October 19-23 and October 26-30, 2009 the Division of Personnel [DOP] opened an Employee Resource Center from 8 a.m. to 5 p.m. to assist laid off state employees. The Resource Center was staffed by personnel from the Division, Retirement, Employment Security, and the Employee Assistance Program. Participating employees were able to receive up to date information regarding unemployment benefits, retirement income options, extension of health benefits, and counseling for those individuals seeking assistance.

The Director of Personnel [Karen Hutchins] spearheaded organizing the Resource Center and coordinating the effort across multiple organizations. Hutchins

directed Division personnel to focus their efforts on the Resource Center, stating, "These are our fellow employees; they need our help; and we're going to provide it."

One hundred forty-five [145] employees received services at the Resource Center. As of February 17, 2010 the Division, working with Human Resource Administrators and managers from other state agencies, was successful in helping employees find employment based on the following breakdown:

- Number of employees recalled by their agency: [43].
- Number of employees placed from the Reduction in Force [RIF] list: [58 plus 1 pending].

- Number of employees who applied, and were selected for, employment by a state agency: [17].
- Total employees back to work for the state: [118 plus 1 pending].
- Number of employees removed from the RIF List for various reasons, including retirement, found other employment, or declined placement consideration: [39].

Those of us at the Division of Personnel want to express our sincere appreciation and gratitude to all the staff at the Employee Assistance Program, Retirement, and Employment Security for helping 145 of our fellow state employees during a stressful time. You are much appreciated! Bless you! ■

The #1 Myth about Generation Y

The following article is reprinted with permission from Bruce Tulcan's free newsletter dated March 5, 2009 – 176th edition. To view other articles readers can check out RainmakerThinking, Inc. website at <http://www.rainmakerthinking.com>.

The number one myth about Generation

Y is that they're disloyal. I'll tell you something interesting we've learned in our research. One of the questions we ask people every single day is this: "Are you loyal to your employer?"

The oldest, most experienced people, if you ask them, "Are you loyal to your employer?" begin waxing philosophical.

They say, "Well, loyalty is my core value. I've based my whole life and career on loyalty. But, gee, nowadays it's hard to know what to do because it seems like loyalty is dead."

If you ask Baby Boomers and older Generation Xers, "Are you loyal to your employer?" [continued on page 7](#)

Health Corner: Yawn-It's Monday Morning: Do You Know Where Your Energy Is?

The following article was taken from the American Management Association online newsletter October 2009 and is reprinted with the permission of author, Max Izenberg.

Keith works in a very busy manufacturing plant as a controller and although he thoroughly enjoys his job, he has noticed a lack of energy during the workday. This

is a recent occurrence in his life, since he has always prided himself on his energetic disposition. As a matter of fact, it was this particular characteristic that enabled him to obtain his last salary increase. Now he wonders what is happening and how he can reverse this lack of enthusiasm that is so troubling.

Amanda is a highly successful attorney who decided to work from home part-time after her second child was born. Previously she worked a very busy 10-hour day with no noticeable loss of energy. Now, like Keith, she finds she is also running out of gas quite early in the day.

[Continued on page 8](#)

Environmental Services 2009 Employee of the Year—submitted by DES Staff

The Department of Environmental Services recognized Jim Martin as the DES 2009 Employee of the Year in light of his constant efforts to remind us of our humanity as we strive in this increasingly scientific and technological world to achieve our mission of protecting New Hampshire's environment and public health. First and foremost, Jim brings a human approach to everything he does, and in so doing he makes us all better people.

Jim is forever finding new ways to bring the humanities into our lives. Jim brought us an environmental film series that opened our eyes and our minds to new ways of thinking and looking at the challenges ahead of us. Having opened our eyes, Jim now has us working the eyes and shutters of our cameras through the creation of a photography contest to capture powerful images of our state's natural beauty and the ways in which we as humans can love and live with that beauty. Jim uses these stunning images captured by DES employees and their family members to grace DES publications and to enliven the walls of 29 Hazen Drive. Not satisfied just to bring us new photos, Jim has worked with the patience of a saint to secure the support of the New Hampshire Council for the Arts and the Department of Administrative Services to bring us some new artwork for this atrium and this building, again reminding us that our humanity and our approach to our work are both enhanced by seeing the world through the eyes of others. But Jim hasn't restricted himself to the indoors – in 2005, Jim started the "DES Adopt an Area Committee" to improve the landscaping around the DES office building in Concord. This was all accomplished with volunteer donations of plants and time from many DES employees. The committee has raised monies via annual bake sales (\$2,000) over that time for mulch and other supplies. The result is beautiful flowers and native plants (no more invasive burning bush, thanks to Jim's removal efforts) around our building, making this a more attractive and desirable place for us to work and for the public to

visit.

Jim is also forever reminding us of what it means to be humanitarian and to strive to improve the welfare and happiness of others. Jim has become the unofficial coordinator and cheerleader of multiple DES food drives to collect and donate food items to the New Hampshire Food Bank. Jim has instilled some good-natured and well-meaning competition among and between the various DES divisions, and so far in the years that Jim has led this effort, DES has collected approximately 17,000 food items for the New Hampshire Food Bank. Jim has done an excellent job advertising, coordinating, and delivering these food items to area food banks for people who live at or be-



Left to right: DES Commissioner Thomas Burack and Jim Martin

low poverty level, including tens of thousands of children. During the 2008 holiday food drive alone DES provided a total of 7,619 food items; we collected 1,000 items this past summer, and over 3,284 items in this year's Thanksgiving food drive. But just focusing on DES wasn't enough: Jim initiated an effort to coordinate a holiday food drive across multiple state agencies. Several state agencies joined DES in this effort, some of which already had food drives underway. The result was a major demonstration of the collective generosity and goodwill of employees across New Hampshire state government.

In his role as DES's principal voice to the public, Jim has a keen understanding of

the importance of communications as a special human characteristic, and he always strives to find a human touch. In 2005, Jim initiated the "DES newsclip service" which provides media information for DES from sources all over the state and region. Before this, DES was clipping the New Hampshire *Union Leader* and Concord *Monitor* and then photocopying and distributing the clips. In 2006, Jim initiated the "DES E- news service" which now sends out around 20,000 email messages a month to voluntary subscribers (<http://des.nh.gov/media/enews/index.htm>). This innovation gained Jim the nickname of "DES Spam King." Subscribers voluntarily chose press releases, newsletters, etc. they would like to receive. In addition, they may also choose from the list of "Areas of Interest." More recently Jim has been pioneering the use of the new social media to help spread DES's word. So Jim is now Tweeting, Twittering, and sending out short messages over the internet to reach new audiences. Jim has also standardized the DES logo and worked to eliminate restrictions on staff use of DES clothing so that all staff could wear DES-branded clothing. And Jim is now working on plans to commemorate DES's 25th anniversary, coming up in 2012, with a book to record and celebrate our history and accomplishments as an organization, and possibly some new exhibits of artifacts and photos to further enliven this atrium and other public spaces in this building and our other facilities.

In sum, Jim has helped to foster a strong sense of community spirit at DES and has expanded our reach as partners in the "greater community" with caring and compassion. In recognition of his humanity, his humanitarianism, and his commitment to supporting each and every DES employee in achieving our department's mission, the DES Rewards and Recognition Committee is pleased to recognize one of our peers, Jim Martin, by bestowing on him the honor of being selected as the **2009 DES Employee of the Year.** ■

The #1 Myth about Generation Y continued from page 5

they usually say this: "Yes. No. Yes and no. It depends on what you mean by loyal."

But the younger the person, the more likely they are to say "Yes." Now we were very surprised by that. We say in our interviews, "Are you loyal to your employer?" And they say, "Yes." And I'll say, "Are you sure? Because I thought you were going to say no." And they say, "I'm very loyal!" And then I might say to them, "Well, where do you think you'll be in six or twelve months?" And they say, "Oh, well, that depends on my best offer." We call it "just-in-time loyalty." And it's not the kind of loyalty you get in a kingdom. It's not the kind of loyalty where people follow rites of passage, where they have blind fealty to a hierarchy. It's not the kind of loyalty that you get in a kingdom. It's the kind of loyalty you get in a free market.

What do you get in a free market? The answer is, "whatever you can negotiate." The way that Gen Yers think about employment relationships is short-term and transactional. But it doesn't mean they're disloyal. It's just the kind of loyalty you get in a free market. It's the kind of loyalty you have to your customers and your clients. If they stop paying, well, you probably stop delivering services and products. No hard feelings. That's the deal.

Gen Yers are loyal. But they're loyal to you as if you are a customer. It's not go-

ing to be the old-fashioned, long-term, pay-your-dues, and climb the ladder kind of loyalty. If you try to get Gen Yers to make lots of short-term sacrifices now in exchange for vague promises about long-term rewards that may or may not vest in the deep, distant future, it's just not going to work.

One young person we interviewed said, "You know they ask me to bend over backwards and jump through hoops today and when I ask them what I get they told me, "Well in five years you get this, in ten years you get this, in fifteen years you get this." That young person said, "I felt like they were, what's that expression; Trying to sell me a bridge?"

One young person we interviewed said, "They told me, "Here's what you get in five years, here's what you get in ten years, here's what you get in fifteen years." And that young person said, "I actually got confused and I had to ask, "You still want me to come to work tomorrow, right? Well, what do you have for me tomorrow, because I'd love to know what you have for me right now?"

One young person we interviewed said, "I know they think they are the masters of the universe, but gee, the Soviet Union disappeared overnight. So, no hard feelings, but I'd like to know what you have for me today, tomorrow, and next week."

One young person we interviewed said, "My boss keeps telling me, "Stick with

me kid and this is where you'll be in five years." And that young person said, "I'm dying to turn around and say to this guy, "I hate to tell you, pal, but you don't know where you're going to be in five years." And what I love about that is: Who's right?

The old-fashioned, long-term, pay-your-dues, climb-the-ladder kind of loyalty doesn't make a lot of sense in a highly uncertain world. In a highly uncertain world it makes a lot of sense to think short-term and transactional. And remember, with Generation Y, they've never known it any other way.

Bonus Management Tip – How to Manage Generation Y

IN LOCO PARENTIS: GIVE THEM STRUCTURE AND BOUNDARIES: If you want to give Gen Yers more freedom at work, the biggest favor you can do for them is establish clear boundaries and give them a structure within which they can function with some autonomy. It is true that some jobs require employees to take risks and make mistakes. Even in those cases, it is the manager's job to help Gen Yers avoid taking unnecessary risks and repeating mistakes that others have already made. Creativity and innovation do not require recklessness. As a leader, you have to create a structure and clear boundaries in order to create a space in which risk taking and mistakes are truly safe in the context of a job. ■

New Vice President Appointed to the NH Aviation & Space Education Council

David McDonald, Director of Education at the McAuliffe-Shepard Discovery Center, has recently been elected vice president of the New Hampshire Aviation and Space Education Council (NHASEC).

NHASEC is a unique partnership consisting of general and commercial aviation,

educational institutions, aviation industry, and the aviation community teamed together to nourish and enhance a better understanding of aviation and its value to the State of New Hampshire. NHASEC's mission is to foster increased understanding and awareness of aviation and aerospace.

[Continued on page 9](#)



Yawn—It's Monday Morning continued from page 5

These two people are not alone with this dilemma. It seems to be a universal problem and, unfortunately, it is not always confined to the workplace. Studies indicate almost 45% of people complain about a lower level of energy most of the time. Lack of energy, if not addressed, can lead to a lower quality of productivity and decreased motivation—problems that could result in losing that promotion or even one's job, and also affect those at home who are trying to accomplish their work.

So how do we deal with this challenge? Here are some successful approaches to handling the tiresome problem of losing energy.

Eat a nourishing nutritional breakfast. Too many people eat breakfast on the run or maybe skip it altogether. This is simply not a good choice since breakfast is the most important meal of the day. It is essential in establishing your frame of mind, both mentally and physically, for the rest of the day. Thus, breakfast should consist of good proteins and carbohydrates such as fruit, an omelet, and whole wheat toast. Skimping on this crucial meal will drag you down by mid morning.

Make your first break count. If you have that caffeinated pick-me-up drink or that chocolate bar, you may obtain some temporary energy, but by mid-afternoon you will be fighting those yawns. Keep some healthy snacks on hand such as crackers and cheese or nuts and raisins. These types of foods combine protein and carbohydrates—hence they will aid in your quest for energy and help stave off hunger until lunchtime.

Drink plenty of water. Many times we think we are hungry or we may feel a headache approaching—both conditions can lead to loss of energy. These symp-

toms could be due to simple dehydration—lack of enough water in your system. Drinking six to eight glasses of water daily will ensure your body will run more efficiently and energetically.

Stretch out. If your work confines you to a desk most of the day, you need to get up every hour and stretch for a couple of minutes. This will revitalize and energize you, make you feel better, and help to relieve those aching muscles in the neck and lower back—aches that sap your energy.



Deep Breath. Is stress getting you down? Make deep breathing part of your day. It's fast and easy and you can even do this while sitting at your desk. Take three very deep breaths consistently during the course of the day to help energize you and feel less stressed.

Walk those extra steps. Exercise is a proven factor in obtaining more get-up-and-go. How about getting off the bus or subway one stop before you ordinarily would? If you are in a building with an elevator, walk up those flights of steps. If you drive to work, try parking a block away.

Eat a light healthy lunch. Skip the sauces, desserts, and heavier types of meals. Instead, opt for a salad with chicken or a sandwich on whole wheat

bread consisting of tuna fish—and save the soda or alcoholic beverage for another time. The sugar in those drinks will boost your blood sugar levels for a short time and then send them crashing down. Eating a lighter and healthier lunch almost guarantees your body will not have to expend extra energy in the digestion process, which will further deplete those reserves.

Laugh—it's the best medicine. It has been proven that humor mitigates stress and that positive thoughts and laughter promote good energy. Start looking at the glass half full and laugh at life's smaller problems rather than taking them to heart. These are both panaceas for your heart and your energy.

Get a good night's sleep. Sleep has been referred to as a mini-vacation for your body, since your body repairs itself while you rest. Some constructive means to achieve that improved level of sleep would be exercise, meditation, yoga, or eating less food in the evening. Waking up in the morning ready to take on your day presents an extremely powerful tool for putting the “oomph” back in your body.

So if your vitality, focus and concentration are on the wane, and you're ready to call it a day first thing in the morning, try these proven methods. They will help to replenish your tank and you will be able to call on that newfound energy to carry you through the day.

About the Author

Max Izenberg is an author, lecturer, and nutrition expert who helps organizations, businesses, families, and individuals establish healthier lifestyles. Her new book, *Reaching for 100*, provides insights on the correlation between good nutrition habits and good health. For more information, visit: www.maxliving.ms. ■

Discover Wild New Hampshire Day-Saturday, April 17, 2010

CONCORD, N.H. -- Bring the family to Discover WILD New Hampshire Day on Saturday, April 17, from 10 a.m. to 3 p.m. on the grounds of the New Hampshire Fish and Game Department at 11 Hazen Drive in Concord, N.H. Admission is free. See live animals, big fish, retriever dogs, trained falcons, and "The Battling Bull Moose of Fowlertown." Exhibits by dozens of environmental, conservation and outdoor organizations from around New Hampshire. Hands-on activities for all ages, from wildlife crafts to archery and casting. Get a close-up look at hybrid vehicles and discover other energy-



saving, environmentally friendly ideas. Co-sponsored by the New Hampshire Fish and Game Department and the New Hampshire Department of Environmental Services, with support from the Wildlife Heritage Foundation of New Hampshire. Visit <http://www.WildNH.com>. ■

Vice President—NH Aviation & Space Education Council continued from page 7

"I am honored to be elected as vice-president of such a prestigious aerospace organization that is committed to inspiring the next generation of pilots, engineers and technicians to join in and implement the goals of our highly technical aerospace industry," said McDonald. "The first major event that the NH Aviation and Space Education Council will be participating in is an aerospace festival at the McAuliffe-Shepard Discovery Center

from April 30 – May 2, 2010." Aerospacefest will feature numerous activities, crafts, demonstrations, special guest speakers and exhibitors involved in space and aeronautics.

The McAuliffe-Shepard Discovery Center in Concord, NH offers a 50% general admission discount to all NH state employees. The new Discovery Center is

New England's premier air and space science center, housing 45,000 square-feet of new interactive science exhibits on aviation and space sciences, as well as a Science Store, Countdown Café, and advanced planetarium theater. For more information about programs and schedule of events, visit the Discovery Center online at www.starhop.com or call 271-7827. ■

Results-Only Work Environment Focuses on Quality Results, Not Hours Worked [Opinion]

Taken from "Government Technology-Solutions for State and Local Government in the Information Age" Website Dec 9, 2009, By [Andy Opsahl, Features Editor](#)

Imagine your boss announced that he or she didn't care how much time you spent completing your work or where you did it. What if that boss only cared about the quality of the results you produced? Consultant Jody Thompson made this ap-

proach thrive at retailer Best Buy, helping the company's productivity grow 41 percent and voluntary turnover drop by 91 percent during the mid-to-late 2000s. She pitched her methodology to a ballroom of government IT officials at the Center for Digital Government's [Best of California](#) event on Dec. 3. Many attendees appeared spellbound as Thompson explained the Results-Only Work Environment (ROWE), which she insisted could apply

to any job. She and business partner Cali Ressler started consulting firm CultureRx to help governments and businesses transition to the ROWE office culture. I think all government agencies ought to consider it.

"ROWE" is not just a flashy way of saying "telework policy." Working remotely may or may not be appropriate in a ROWE, [continued on page 10](#)

Results-Only Work Environment continued from page 9

depending on what a given job requires. For example, in a ROWE, I would choose to work in the office free from home distractions.

The basic idea is to let people work when and where they want, as long as they complete their work at the level their managers stipulate. If a software programmer arrived at 9 a.m. and left after completing his work by 2 p.m., a ROWE-oriented manager would simply congratulate the programmer for being so quick and efficient.

"This is about paying people for work,

not for time," Thompson said. She considers it foolish to believe that employees work more if they're forced to spend a set amount of time working. Oftentimes, employees just slow down based on the amount of time they need to fill, according to Thompson. Why finish your workload in five hours if a co-worker with the same job takes 10 hours and looks more dedicated because of it?

Thompson ridiculed companies that built sprawling campuses with amenities designed to keep employees at their offices longer. All that accomplishes is creating a more pleasant prison, in Thompson's

view.

"Employees don't want a dry cleaner at the office. They don't want a day-care center. What they want is some control over their lives," Thompson said.

It seems doubtful that an onsite customer service representative or security guard could function without set shifts. However, it would be fascinating to see how far governments could take the ROWE philosophy. As a new decade dawns, it could be a way to entice badly needed new talent. ■

The Pressures of Talent Management by Marcie Pitt-Catsouphes, Stephen Sweet, and Kathy Lynch, with Elizabeth Whalley.

The Sloan Center on Aging & Work has released a new report looking at whether businesses and organizations in today's challenging economy are aware of the impact of America's increasingly aging workforce and what steps they are taking to prepare.

Two dramatic changes are currently delivering shock waves to many businesses and organizations. The global economic crisis has put employers under remarkable pressure to manage the immediate problems of skyrocketing costs and shrinking revenues. At the same time, the steadily increasing proportion of older workers looms as a significant factor for the near future. Taken together, these economic and demographic trends represent both challenges and opportunities, encouraging organizations to innovate and adapt.

This new report from the Center on Aging & Work looks at whether employers in today's tough economy are gathering the information they need about their em-

ployees and their organizations' future skill-set requirements that will help them better understand how shifts in the age makeup of the workforce might affect



their organizations. The report also explores what action steps organizations are taking to adapt to the 21st-century workforce.

Among the findings are:

- 40% of employers surveyed anticipate the aging of the workforce will have

a "negative/very negative" impact on their business over the next three years.

- 68% of employers surveyed reported not having analyzed the demographics of their workforce.
- 77% said they have not analyzed the projected retirement rates of employees.
- About one-third of employers reported not having enough programs for recruitment or training of older workers.
- Only 31% said they had workplace flexibility options in place for employees.

Against the backdrop of today's challenging economic realities, the increasing proportion of older workers will be a driving factor in organizations' talent management practices, as employers seek to ensure they have the right people with the right skills in the right jobs at the right time. You can read more findings and implications for employers from "The Pressures of Talent Management" at the Sloan Center website www.bc.edu/research/agingandwork. ■

NH Lottery Commission Says Farewell to Rick Wisler, Executive Director

Rick is retiring on 2/25/2010 after 34 years of state service. He began his career at the Lottery as a part-time ticket seller when he was just 18 years old. A true rags to riches story, he moved through many jobs in the organization, including stock clerk in the warehouse, subscriptions manager, and Games Manager. In 1996, when Director Wimsatt left, the Commission offered Rick the position as Executive Director which he accepted.

When Rick began working at the Lottery in 1976, the Commission was just 12 years old. Nothing was computerized and the first instant ticket (scratch ticket) had

just gone on the market. He has seen many, many changes in his 34 years. Under his leadership the growth and progress of the NH Lottery has been unprecedented. All profit is earmarked for education and since the Lottery's inception it has contributed \$1.3 billion to benefit education in this state.

Rick's plans for retirement include spending time with his family, and pursuing his hobbies and interest in music and in his established DJ and videography business. We certainly wish him much happiness and thank him for his leadership and loyalty to the State of New Hampshire! ■



NH First Project Leaders Recognized

The State of New Hampshire has been working for many years to replace our antiquated budgeting, financial and human resource systems that did not meet our business needs. In July of 2008, the first phase of this project was completed to replace the budgeting system and to implement a new accounting structure thereby improving clarity of expenditures. In July of 2009, an enterprise-wide financial system (ERP) was implemented to replace the twenty-five years old main-frame general ledger system. This second phase was a major undertaking to improve the sustainability, accountability, and efficiency of financial administration, processing controls, and management information. The human resource component is the third leg that will be initiated later this biennium.

This entire project is very complex and has a wide ranging affect on how state agencies operate, manage their finances, and interact with vendors and citizens of New Hampshire. This new system encompasses both payments and revenue collection including the following func-

tions: Procurement, Accounts-Payable, Accounts-Receivable, General Ledger and Grants Administration. The new processes have been [continued on page 12](#)



Above: Governor John Lynch standing [center] at ceremony to present certificates.

New Hampshire First Project [continued from page 11](#)

designed with the goals of improving efficiency, speed of processing and improving the state's cash-flow.

The investment in this project was based on our need to take advantage of modern processing technology to reduce costs and delays in associated paperwork, cycle-time for state procurement, payment and revenue collection. The state had for many years relied on a system that had been customized to the point it could no longer be serviced or maintained by the original vendor. For decades, we have relied on experienced staff to manage the platform. As people transitioned to other jobs or retired, it became increasingly difficult/nearly impossible to recruit new talent interested in supporting this old system. The technology itself was limited, archaic, and presented sustainability risks

we needed to eliminate.

The scale and scope of this new system has been no small undertaking given that each agency has a distinct mission/purpose and over the course of 25 years internal processes evolved to help them meet their individual business needs because the mainframe system was not. In addition, those internal processes are not uniform. A singular migration was therefore much more complicated than otherwise would be the case. Nonetheless, after three years of perseverance, unexpected delays and technical challenges, state staff were trained and the system was made operational during July of this year. This introduced new business processes in requisitions and purchasing, accounts payable, accounts receivable, and general accounting transactions.

As with any complex technical project, there have been unexpected issues that cause delays, requiring analysis, diagnosis, and correction. These results can create problems for people who depend on the system. All enterprise implementations experience challenges and this one is no different. We continue to be very pleased with all that has gone well and we work diligently on those issues that have yet to be fully resolved.

The team pictured on page 11 along with employees from all over state government who contributed their ideas, analysis and testing efforts worked together to make this success possible. We should all be proud and look forward to further success as we pursue future implementations. ■

Mercer Survey Shows “Defining talent needs, managing costs central to workforce planning in 2010”

United States

New York , 21 September 2009

As employers begin the process for setting workforce priorities for 2010 following a difficult year of layoffs and pay cuts, most expect the planning process to be different from 2009, with greater emphasis on defining talent needs and managing associated costs.

According to Mercer's Human capital planning 2010: Defining the talent agenda survey, nearly two-thirds of US organizations participating in the survey plan to put greater emphasis on workforce costs (63 percent) and high-potential em-

ployees (60 percent) in the coming year. Other areas to receive more emphasis in 2010 include critical skills and development of workforce contingency plans based on different business scenarios.

“Today's business environment offers employers the perfect opportunity to take a fresh look at the talent they have, the talent they need, and the best way to engage and reward employees going forward,” said Jason Jeffay, principal in Mercer's human capital consulting business. “By assessing talent needs and critical skills, and realigning them with key strategic and financial priorities, organizations can effectively prepare for eco-

nomic recovery and future growth.”

Mr. Jeffay points out that HR leaders are approaching planning for 2010 differently than in past years as indicated by more than half (51 percent) of organizations. Business scenario techniques and data-driven approaches should be more effective, he said.

Mercer's survey, conducted in July, examined the actions organizations are taking as part of the planning process to assess their human capital needs for the coming year and develop a plan to

[continued page 13](#)

Mercer Survey *continued from page 12*

support future business success. It includes responses from nearly 160 mid-size and large employers across the US.

According to the findings, more than two-thirds (69 percent) of organizations believe the greatest challenge for next year's human capital planning process is the uncertainty of the economic environment. In line with this response, nearly the same number (66 percent) indicated that the primary driver for workforce decisions in 2010 will be cost containment as opposed to responding to non-cost critical business needs (20 percent) or matching competitive practices (14 percent).

Employee engagement

Despite an emphasis on critical talent and identifying "high-potential" employees, approximately one in four organizations remain concerned about retaining top performers. Twenty-seven percent of organizations are not at all confident that their current human capital programs ade-

quately reflect the importance of their high-potential employees and, moreover, that these employees will stay with the organization as the economy improves. Given the importance of key talent, few organizations (16 percent) are very confident that their programs reflect the value of top performers and even fewer (11 percent) are very confident that these employees will remain following an economic turnaround.

"Potential disengagement of top performers is a consequence of the economic challenges faced in the past year," explained Mr. Jeffay. "Detailed career paths, communication campaigns and improved performance management programs can re-engage employees, and ultimately, drive organizational performance."

According to Mercer's survey, most organizations are very or somewhat confident that their current employment deals will attract the workforce needed to meet

business requirements. Regardless, almost half (47 percent) anticipate employment deals in 2010 to place greater emphasis on career development. Other elements of the employment deal to receive more attention in 2010 compared to 2009 include incentive compensation (42 percent) and leadership connection to the workforce (41 percent).

"Making the right investments in human capital plays an important role in an employee's decision to join or stay with an organization," said Mr. Jeffay.

"Approaching rewards more holistically to include career development and training allows companies to attract and retain those employees that will contribute to its future success."

For additional information about human capital and compensation planning for 2010, visit www.mercer.com/hcplanning2010. ■

Market Your Agency — State of Washington Marketing & Recruitment

Marketing Your Agency

Everyone wants to work for a winner. We like organizations that had a great year, change with the times, or have won awards. If you want to attract top candidates in today's competitive job market, you must engage their minds, hearts, and dreams. Your job posting is one of your most important marketing tools. The key to success is identifying the compelling

and unique features that make working at your firm exciting.

Employee value propositions (EVPs) are one of the hottest strategies in recruiting and marketing today. An EVP is the sum of everything employees experience and receive while they are part of an organization including job satisfaction, location, flexible schedule, benefits, culture, growth opportunities, social events, rec-

ognition, etc. One of the best ways to create your EVP is to get your employees together and discuss why they accepted the job in the first place, what they like about your organization, and why they choose to stay.

Once you have developed your EVP, you can develop a marketing strategy to attract top talent. For example, has your

Continued page on 14

Market Your Agency continued from page 13

organization won any awards? Do you place a premium on work/life balance through flexible schedules or telecommuting? Do you offer meaningful work that makes a difference in the lives of the public? Do you sponsor community events and fun activities? Do you offer state of the art technology or challenging projects? Do you promote career and personal growth through tuition reimbursement, training opportunities, mentoring programs, rotational job assignments, etc.? Here are a few examples that state agencies have used to market their selling points.

Join our dedicated team of passionate professionals and help us reduce toxic threats; manage water for fish, farms, and people; clean up Puget Sound; support sustainable wetlands and more. We're looking for career-oriented people who want to solve problems and help protect the state's environment.

Are you passionate about history? Could sharing our past be part of your future? The Washington State Historical Society is currently offering an exciting opportunity for the right person to become the

head of the Education Department.

The Public Disclosure Commission (PDC) is offering an exciting opportunity for the right person to join our dynamic, forward looking group. We offer cutting edge technology with projects that are both challenging and rewarding. The PDC is an award winning agency that provides meaningful public access to information about the financial affairs of public officials and candidates.

Great benefits, a team-oriented culture, and a balance of family and work life in a wonderful community are a few rewards of choosing a career in the judicial branch of Washington State government. We offer leading edge technology, a broad range of career opportunities, and an opportunity to make a real difference in people's lives.

Marketing the State as One Employer

As an employer, the state is competing in a global market for the best and brightest workers. Instead of competing with each other for the best talent, we need to work together to bring the best and brightest into state government.

Consider partnering with other agencies at career fairs and other recruitment/marketing events for those job classes that you have in common. For example, Saint Martin's University sponsors an engineering and accounting career fair in the fall. Are there part-time or project positions that you can share with other agencies? This can be a win-win situation for both agencies trying to meet critical deadlines and high-tech staffing needs.

To retain the best and allow them to grow to their full potential, we need to encourage and support opportunities for employees to grow and advance, which can often mean movement across agencies. Remember that we are one of the largest employers in the state, and also one of the most diverse. With more than 100 different agencies, boards, and commissions, employees have a lot of options for continued career growth and if they decide to make a career change, they can still maintain their vacation, retirement and other benefits. Marketing the State of Washington as one employer with many options is a powerful recruiting tool! ■

Racing & Charitable Gaming Commission Says Farewell to Valued Employee

The Racing and Charitable Gaming Commission (RCGC) would like to recognize a long-time employee who recently retired. John Martin began working full-time for RCGC (formerly known as the Pari-Mutuel Commission) in 1983 as one of the Commission Calculators, working both at Seabrook Greyhound Track & Rochester Fair. He came to the agency with racetrack experience, having worked in the Mutuels Department at both Rockingham Park & Rochester Fair. Over the years his primary duties kept him working strictly at Seabrook Greyhound Track. During his 26 years of employment with the State, he became a well-known fixture at the track.

When he began his career with the agency, his duties as Calculator were done manually in figuring the tax percentages for the state's and the track's share of bets being placed. It was tedious work, but betting was fairly simple in those days. In 1993 the agency converted the tracking of bets to a computerized system. This became necessary due to the increased complexity of the betting types in the industry. Using the computer simplified John's job in some ways, but he continued to draw on his years of experience and knowledge to notice and correct errors simply because "something didn't look right". John adapted well as times and technology changed and continued to

excel at his job.

As a testament of John's loyalty to the state - during his entire 26 years of employment he NEVER took a sick day. John was extremely dedicated and understood the importance of his position - if he wasn't there to do his job then the State didn't get its revenue. He worked nights, weekends, and holidays.

We as an agency realize that we were very fortunate to have had John as an employee for so many years. He will be greatly missed. We wish him much deserved enjoyment for his retirement. ■

Recruiting, Hiring and Retaining Talent in State Government

Sponsored by the Pew Center on the States Government Performance Project [GPP]

This is a condensed version of the report researched and written by Sally Coleman Selden, professor of management at Lynchburg College. All data, unless otherwise noted, are drawn from the Pew's most recent 50-state management report card, *Grading the States 2008*. To read the full report go to <http://www.performancesolution.ne.gov/>

Introduction

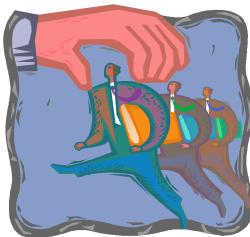
Even in tough economic times—perhaps especially in such times—recruiting, hiring and retaining an effective workforce is a critical element of human resource management. Even when they must spend most of their time determining how to make cutbacks, human resources [HR] professionals are acutely aware that finding and keeping the right employees in the right positions is the only way they can provide a high level of service to their citizens in the long run. This report showcases successful strategies for recruiting, hiring, and retaining that some states, using long-term human capital plans, have implemented.

State Hiring Web Sites

The GPP examined hiring Web sites in all 50 states for content and usability, assessing the type, breadth and presentation of information, as well as the navigability and interactivity of the site itself. States that provided a user-friendly experience received significantly more applications, while states the presented useful and relevant content on their hiring sites generally had significantly lower voluntary turnover rates among new hires. The hiring Web sites maintained by Indiana, Vermont, Virginia and Washington were the overall national leaders in online recruiting.

Internships and College Recruitment

The GPP found that 43 percent of states operate centralized college recruitment programs. Alabama has targeted a number of schools for recruitment, establishing good relationships with faculty and



placement offices. Indiana hosts statewide and regional information sessions for college students, recruits actively on campuses and accesses online student resumes. Kansas has a particularly strong loan forgiveness program in its transportation department, aimed at recruiting new engineering graduates.

A high percentage [81] of states use paid internships as part of their recruiting strategies. The most successful programs integrate interns into agencies, give them meaningful work and provide them with significant direction and feedback. Indiana has a long-standing summer program that provides hundreds of paid summer internships to college students.

Web-Based Networking

Following the lead of private businesses, states are beginning to explore the possibilities offered by networking sites such as Facebook and LinkedIn. Such efforts will undoubtedly gain even more traction as states recruit younger employees, for whom those sites are familiar and trusted. South Dakota, for example, has established a Facebook profile to tout the benefits of working for the state.

Recognition

Sometimes the best reward is recognition. Several states have instituted programs that allow them to showcase exemplary employees to their citizens, and to explicitly demonstrate how stellar employee performance connects to a state's overall strategic plan. Pennsylvania gives annual awards in eight categories, ranging from humanitarianism to safety, and celebrates the winners at a dinner with the governor. In addition, individual agencies are encouraged to set up and operate their own recognition programs. Michigan agencies

focus on highlighting employees who exemplify the state's core values of inclusion, integrity, excellence and teamwork.

Work/Life Balance and Wellness

Programs that enable employees to balance their personal needs with those of the state can actually save money. Flex-time, compressed work weeks, or telecommuting, for example, can result in increased productivity, decreased energy costs, and happier employees. And such programs are increasing: 31 percent of state employees now have access to flexible work hours, up from 19 percent in 2004.

Wellness programs are increasingly popular among states: 73.8 percent of all states offer some form of wellness program to all of their employees. Such programs can be an effective retention strategy, particularly for older workers, and some evidence shows that the programs increase productivity, lower health insurance costs for employers and reduce the amount of sick leave employees take.

Career and Leadership Development

Employee development is crucial to retention—even during a recession, high-performing employees can be lured away by employers who offer better developmental opportunities. To address that issue, Michigan has a formal development program for all state employees with supervisory roles. It matches managers with leadership development opportunities specific to each employee's needs. Pennsylvania uses mentoring and rotational training programs, as well as dual career tracks, which allow employees to receive promotions even if they do not wish to become managers. Iowa's central human resources office provides a succession planning guide and other tools that help managers determine what competencies are needed in a particular job and to devise development plans for potential candidates. ■

Employees from Environmental Services & Health & Human Services—Hazen Drive—Celebrate “National Wear Red Day”!



February 5, 2010 was National Wear Red Day – This is celebrated every February when Americans nationwide support heart disease and take women's health to heart by wearing red to show their support for women's heart disease awareness. Heart disease is the number one killer of

women. Wear Red Day is sponsored nationally by the US Department of Health and Human Services, the American Heart Association and many other organizations.

Visit these websites for more information on the Heart Truth Campaign:

Go Red for Women!

www.goredforwomen.org
www.nhlbi.nih.gov/health/hearttruth/index.htm
www.americanheart.org ■